Public Service
Employee Relations
Commission

SERVICE PLAN
2002/2003 – 2004/2005

Public Service
Employee Relations
Commission

February 2002

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A *New Era* of Government Service

Three-year Service Plans represent an important part of the government's commitment to open and accountable government. In August 2001, the government amended the *Budget Transparency and Accountability Act* to require government to table a three-year Strategic Plan and annual three-year service plans for ministries and government organizations with the provincial budget. These Plans will ensure government and its individual ministries clearly outline their goals, and enable British Columbians to hold government accountable for its decisions and actions.

The government's Three Year Strategic Plan articulates the government's vision: *British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.* It also establishes three strategic goals that are key to achieving the government's overall vision:

- A strong and vibrant provincial economy
- A supportive social infrastructure
- Safe, healthy communities and a sustainable environment

This Service Plan details the Commission's mission and objectives, which support the government's strategic goals. The Service Plan also includes performance measures that will be used to assess the Commission's progress in achieving its objectives. Commission objectives and performance measures are a new initiative. In some cases, as planning progresses, performance measures will become more detailed as they are further developed.

After the end of each fiscal year, the Commission will prepare a Service Plan Report that will describe actual accomplishments for the year just completed. The Report will include a comparison of planned and actual results, from both a financial and performance measure perspective and allow the public to assess the government's performance.

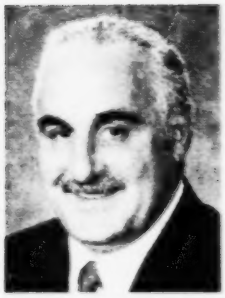
In the years ahead, Service Plans and Service Plan Reports, prepared by government ministries and organizations, will become the key tool by which government will manage public resources to ensure government programs are contributing, in a measurable way, to key government priorities in an efficient and effective manner.

The government's three-year Strategic Plan and Ministry three-year Service Plans will guide the reform of the province's public services so they meet British Columbians' needs. Measures to revitalize economic prosperity and protect and renew public services will lay the groundwork for a future of new opportunity for all British Columbians.

Accountability Statement

BRITISH COLUMBIA

Public Service Employee Relations Commission



The 2002/03 – 2004/05 Public Service Employee Relations Commission Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. The plan was developed in the context of the government's *New Era* commitments which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2002 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

Respectfully submitted,

Honourable Sandy Santori
Minister of Management Services
February 7, 2002

TABLE OF CONTENTS

A. Strategic Context 1
- Consistency with Government Strategic Plan and Premier's Letters to Ministers 1
- Deregulation 1
- Summary Expenditure Plan 2
- Vision 2
- Mission 2
- Values 2
- Planning Context 2
  - Changing expectations for the role of government, and continued resource pressures 3
  - The public service employment relationship 3
  - Public service employees 3

B. Core Business Areas and Goals 4
- Goals 4
- Core Business Areas 4
- Goals, Objectives and Strategies 4

C. Performance Measures and Targets 7

Appendices 9
- Information Resource Management Plan 9
- PSERC Human Resource Management Plan 10

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A. Strategic Context

Consistency with Government Strategic Plan and Premier's Letters to Ministers

The Commission's goals indirectly link to all of the government's priorities because a strong, efficient and effective public service is the foundation upon which the government carries out its priorities and meets its objectives.

The goals of the Commission link directly to two of the government's top ten priorities, as articulated in the *New Era* document, in letters from the Premier and in the Throne Speech: the requirement for an open and accountable government and responsible accountable management of British Columbian's public resources and tax dollars. The Commission is committed to ensuring accountability at all levels in the governance and management of HR in the public service.

With respect to specific *New Era* promises and projects:

- merit employment legislation was passed in the Spring 2001 session of the Legislature, and the Commission has recently completed the development of an audit program to assess the application of merit to appointments to the public service. Merit audits will begin in November 2001.
- the goal of the Public Service Renewal Initiative is to design an over-arching strategy to rebuild and sustain a professional public service. Several objectives and specific strategies outlined in this Service Plan support and address key Renewal activities including: the establishment of flexible and responsive hiring processes; compensation systems that reward performance and give managers more flexibility; effective training and development programs; and executive management development and succession plans.

Deregulation

The Commission's Service Plan specifically addresses the goal of deregulation. Several objectives involve a review and examination of current HR policies and practices with the goal of streamlining processes to add value to clients and make processes more efficient and effective. HR legislation and policies will be reviewed with a goal of a one-third reduction in regulatory requirements. As well, the entire recruitment and staffing process, including the staffing appeal system, is undergoing a major review to streamline processes and reduce regulatory and procedural requirements that are counter to ensuring flexible and innovative hiring practices. Legislative amendment may be required to implement the recommendations of this review. A review is also being undertaken of job classification procedures.

Summary Expenditure Plan

Core Businesses	2001/02 Restated Estimates	2002/03 Estimates	2003/04 Plan	2004/05 Plan
Operating Expenditures ($000)				
HR Strategy and Policy	2,059	1,853	1,647	1,338
Organizational Development	1,718	1,578	1,403	1,139
Compensation	1,356	1,220	1,085	882
Labour Relations	2,328	2,095	1,862	1,513
Corporate & Systems Services	2,841	2,526	2,245	1,825
*One time funding	15,700	0	0	0
Totals	**26,002**	**9,272**	**8,242**	**6,697**
FTEs				
Totals	**258**	**197**	**186**	**170**
Capital ($000) (Consolidated Revenue Fund)				
Compensation	1,537	1,383	1,230	999
PSERC Corporate & System Services	704	634	563	458
Totals	**2,241**	**2,017**	**1,793**	**1,457**

**One time funding was for the Youth Employment Program ($1.5M), severance settlements ($9M), and returning allowance benefits ($5.2M)*

Vision

The Government of British Columbia is a preferred employer that attracts, retains and develops people with talent and commitment to the public service.

Mission

The Commission provides Human Resource leadership, governance and management to assist the public service effectively deliver programs and services to British Columbians.

Values

- We have clear priorities that we openly communicate to our clients.
- We are professional and non-partisan.
- We are publicly accountable for results.

Planning Context

Challenges

The *New Era for British Columbians* document establishes the framework for the future of the public service. The Core Services Review and the Budget Review will result in dramatic changes in the business of government and the resources available to carry out that business.

Regardless of the nature of the change, whether it is a change in organization, policy direction or service delivery model, there are always human resource management implications.

Key challenges facing the government and public service over the next 10 years, with both immediate and longer-term human resource implications include:

Changing expectations for the role of government, and continued resource pressures

- Fiscal pressures will continue to drive changes in the mix of public services delivered and in the way that those services are delivered.
- There is increasing emphasis on transparency and accountability.
- Demand for an integrated, "one window" service delivery that focuses on citizen needs rather than administrative convenience.

Implications:

The role of the Commission in the HR community will evolve and change. Ongoing rapid change to government services will place pressures on HR practices and service delivery as well as driving the need to provide strategic human resource policy and planning advice to the government.

The public service employment relationship

- There are challenges to the nature of work and working relationships, with increased emphasis on flexibility, mobility and a personally satisfying balance of work and other activities.
- Assumptions about lifetime employment and stability in the public service will continue to be challenged by the changes referenced above.
- Many existing HR systems were developed in an environment of organizational stability, clearly defined jobs, and long-term employment. These characteristics have changed and systems based on the continued application of these characteristics may serve as barriers to government's effectiveness.

Implications:

Managers need to be able to deal with increasingly diverse interests of employees. Government needs to be responsive to these issues in order to ensure it can attract and retain a committed and talented public service workforce.

Public service employees

- Demographics indicate the anticipated retirement of many long-term public service employees, who will take away years of accumulated knowledge and experience. This is noticeably acute at the more senior management levels where the traditional supply groups are also poised to retire.
- The changing nature of work and increasing use of technology drives the need for training and development.
- There is an increased focus on professionalism and non-partisanship in the work of the public service.

Implications:

There is the need to ensure that workforce adjustment is well managed as government concurrently seeks effective strategies to renew the public service.

B. Core Business Areas and Goals

Goals

1. *Workforce Adjustment* — To quickly transition the workforce from today's business practices to the business practices of tomorrow.
2. *Public Service Renewal* — To rebuild and sustain a professional public service capable of providing quality services which meet the needs of British Columbians.
3. *HR Organization* — To ensure that the HR organization for the BC government public service is efficiently and effectively organized, staffed and supported.

Core Business Areas

- HR Strategy and Policy
- Organizational Development (recruitment and retention; employee learning and development, executive management services)
- Compensation
- Labour Relations
- Corporate and Systems Services

[Note: Given the nature of the Commission's organization, several core business areas contribute to the achievement of each goal and the associated objectives (for example, all business areas are to some degree involved in workforce adjustment). Due to the integrated nature of the Commission's service delivery approach, it is not possible to specifically assign any particular goal and objectives to a single business area within the Commission.]

Goals, Objectives and Strategies

Goal 1- *Workforce Adjustment* - To quickly transition the workforce from today's business practices to the business practices of tomorrow	
Objectives	**Strategies**
Objective 1.1 – Provide **effective change management** to assist Ministries in achieving workforce adjustment and redesign of government organizations	– Establish and implement workforce adjustment guidelines and policies to quickly transition today's workforce to the new business practices mandated by government. – Manage the workforce adjustment process, including the administration of voluntary exit programs, the placement of surplus workers, wherever possible and as required, and the involuntary lay-off of employees surplus to the government's requirements. – Provide services and advice to executive and ministries to support the re-profiling of existing organizations and the implementation of new government organizations.

Goal 2 - *Public Service Renewal* - To rebuild and sustain a professional public service capable of providing quality services which meet the needs of British Columbians	
Objectives	**Strategies**
Objective 2.1 – Ensure **effective HR governance and policy frameworks** are in place	– Develop and maintain a corporate HR plan, including strategies to address HR issues such as succession, retention and recruitment. – Lead a review of HR legislative and policy frameworks. – Undertake ongoing program evaluation of HR programs and systems and develop and implement a performance management framework for the Commission. – Develop and implement a HR information strategy to ensure access to information to inform HR managers and enhance decision making capacity.
Objective 2.2 – Create **visionary and proactive leadership** in the public service	– Implement a comprehensive executive management program that includes succession planning for public service executive managers, and provides for executive recruitment and selection, orientation, performance management, ongoing career planning, and training and development to ensure that the public service has the necessary leadership.
Objective 2.3 - Establish HR standards and practices to establish a **performance-focused workforce**	– Establish a simplified, "merit-based" recruitment and staffing process. – Establish a set of "core competencies" that focus in on competencies needed by all managers and supervisors such as: effective communication, ethics and integrity, managing change and transition, client service delivery. – Establish and implement a comprehensive performance management framework for government employees with initial emphasis on management employees.
Objective 2.4 – Create a **flexible and motivating public sector work environment**	– Review and make changes to management compensation policy and consider pay for performance options. – Review and simplify current job evaluation and classification processes.
Objective 2.5 – Ensure that the public service is a **learning and innovative organization**	– Establish a corporate training strategy based on identified government needs, including consideration of "e-learning" capability and a review of Corporate Training Fund mechanisms. – Provide enhanced employee development opportunities, based on personal learning plans.
Objective 2.6 - Provide for **progressive employee-employer relations**	– Utilize and refine alternative dispute resolution methods and continue to identify new methods in consultation with employee groups.

Goal 3 - *HR Organization* – To ensure that the HR organization for the BC government public service is efficiently and effectively organized, staffed and supported	
Objectives	**Strategies**
Objective 3.1 – Create a new, **responsive HR organization** delivering quality services to Ministry clients	– Review and implement changes to the design of government's HR service delivery structure to support government direction toward shared services, achieve efficiencies and provide responsive and quality service to client ministries.
Objective 3.2 – Provide **up-to-date, effective and quality services and programs to client Ministries** in the areas of staffing, classification, compensation and benefits, occupational health and safety and labour relations	– Review all HR policies and procedures with a goal of reducing regulatory requirements and ensuring streamlined and flexible HR practices. – Establish a safe and healthy workplace strategy. – Administer collective agreements in an efficient manner that protects the collective interests of ministries and ensures consistent application. – Toward end of planning cycle, prepare for and successfully renegotiate expired agreements with employee groups within fiscal mandate while maintaining management flexibility and competitive total compensation.

C. Performance Measures and Targets

Goals and Objectives	Performance Measures and Targets			
	Performance Measures	Targets		
		2002/03	2003/04	2004/05
GOAL 1 – To quickly transition the workforce from today's business practices to the business practices of tomorrow				
• Objective 1.1 Effective change management	Workforce adjustment achieved in accordance with government's requirements	Adjustment targets met	Adjustment targets met	Adjustment targets met
GOAL 2 - To rebuild and sustain a professional public service capable of providing quality services that meet the needs of British Columbians				
• Objective 2.1 Effective HR governance and policy frameworks	Government wide HR plan and strategies in place	HR plans and strategies developed and implemented	HR plans and strategies evaluated and updated as required	HR plans and strategies evaluated and updated as required
• Objective 2.2 Executive management leadership capacity	"% of public service executives developed through the Executive Management Services (EMS) program	EMS program implemented and baseline established	"% of public service executives developed through EMS program	"% increase of public service executive and managers developed through EMS program
• Objective 2.3 Performance-focused workforce	Reduced time for staffing process	Standards set for reducing time taken on staffing process	Standards met	Standards met
	"% of management employees subject to performance evaluation	Baseline established	"% increase	"% increase
• Objective 2.4 A flexible and motivating work environment	Public service perception of work environment	Baseline evaluated and established		"% change in perception assessed through survey of public service
	Pay for Performance	Decisions made regarding pay for performance	Implementation as required	Implementation and evaluation
	Faster, streamlined job classification processes	Standards set for simplified classification processes	Standards met	Standards met
• Objective 2.5 A learning and innovative organization	Corporate training plan developed	Corporate training plan and funding developed & implementation begun	Corporate training plan implemented	Corporate training plan & funding evaluated
	"% management workforce with a personal learning plan	Baseline established (linked to performance evaluation)	"% increase	"% increase
• Objective 2.6 Progressive employee relations	Increased use of alternative dispute resolution methods	Baseline established	"% increase	"% increase

Goals and Objectives	Performance Measures and Targets			
	Performance Measures	Targets		
		2002/03	2003/04	2004/05
GOAL 3 – To ensure that the HR organization for the BC government public service is efficiently and effectively organized and staffed				
• Objective 3.1 A new, responsive HR organization	New HR organization fully and satisfactorily implemented	New HR organization & structure developed and implemented		HR organization reviewed and evaluated
• Objective 3.2 Up-to-date, quality HR services and programs	Client satisfaction with services received	Baseline established through client survey	% increase in baseline level of satisfaction	% increase in baseline level of satisfaction
	Reduction in HR regulatory requirements	HR regulatory requirements reduced by one-third		

The performance measures outlined above are the initial steps to be taken by the Commission in measuring its performance. It is recognized that these measures are as yet inadequate in terms of evaluating and assessing the effectiveness of the Commission in meeting its vision and goals. The Commission is committed to continuing to develop a balanced set of measures to assess its effectiveness, including benchmarking against other jurisdictions. The development of a performance management framework for the Commission is a specific strategy contained in this Service Plan.

Appendices

Information Resource Management Plan

The Information Resource Management Plan for the Commission includes a number of systems initiatives that relate to the goals, objectives and strategies laid out in this Service Plan. The HR Renewal project includes projects to consider "e-Development" and "e- Recruitment". Two other key proposed projects include:

- the development of an "Illness & Injury Case Management System" — a multi-year project designed to develop and implement a comprehensive system to support long term disability benefits administration within the Commission; and
- the "Payroll Vision" project — a comprehensive plan that automates the standardization of the pay process utilizing PeopleSoft HRMS 8, employee self-service and manager self-service.

PSERC Human Resource Management Plan

Goal	Objective	Strategy	Performance Measures & Targets
Organization Planning A professional HR community capable of delivering on new organizational and corporate goals	Ensure the right people with appropriate skills are in the right positions	– Develop a responsive organization plan to support business redesign, government priorities and emerging challenges	A clear organization plan and structure. Employees understand new organization, goals and objectives
Workforce Adjustment Positions identified and people treated with fairness, consideration and due process	Identify the workforce adjustment implications of budget reductions and new organization	– Identify the positions and people – Identify the succession planning implications due to early retirement and employee movement – Provide services to employees through placement or voluntary exit program	Staff adjustment and salary budget reduction targets met
Leadership Competent, professional leadership in the organization	Attract capable individuals to emerging opportunities arising from public service renewal and new human resource service delivery model	– Identify key leadership positions and conduct targeted strategies – For key positions develop competency profiles consistent with renewal project findings	Competencies developed for key forecasted vacancies and appropriate staff recruited developed
Performance Management Clear expectations and goals for employees	Ensure employees understand the Commission, their branch and branch plans and develops personal objectives to support these	– Develop commitment and a strategy to implement performance management – Conduct performance management planning at the individual and branch level	Employees have an annual performance plan
Employee Learning Skilled, flexible, results oriented capable and learning employees that support achievement of PSERC and corporate human resource goals	Ensure employees have the skills to do their jobs and are growing their skills for new and changing opportunities	– Build learning plans into employee performance plans – Build diversified learning opportunities such as job shadowing, mentoring and project assignments.	Employees have a learning plan consistent with personal performance plan